

SOUTHERN VIRGINIA MENTAL HEALTH INSTITUTE

THE COMPREHENSIVE RECOVERY PLAN

2015

In 2014, the Administrative leadership and management teams' agreed and developed a Vision Plan entitled: "Taking SVMHI to the Next Level". This document was created to guide the future efforts of the facility and it covers the major initiatives the Senior Leadership and Management teams see as its major priorities.

This plan describes three overarching goals:

- ***Everything we do in providing treatment and direct services is to help the individual move toward recovery.***
- ***SVMHI is a great place to work. Morale is high, staff enjoys what they do, feel appreciated and believe they are a vital part of something that matters.***
- ***SVMHI's provides high quality care and services by investing in its most valuable resource...its employees. Staff is well trained, very informed and is held accountable for high expectations of work performance***

The Administrative Leadership, Management Team and the Recovery Committee have adopted "Taking SVMHI to the Next Level" to further direct the recovery efforts at SVMHI and will use the plan as its 2015 Comprehensive Recovery Plan. Included in this plan are the Vision Plan and the Action plan to define and operationalize the recovery efforts at SVMHI.

The 2015 Comprehensive Recovery Plan is posted on the Facility Website. A summary of the plan and its goals are listed in the staff and patient newsletter. The plan is reviewed during annual Recovery training provided to all staff members at SVMHI. Updates and progress is reviewed quarterly the Medical Executive Committees and the Administrative Team.

For a review of past recovery goals achieved at SVMHI, the reader may review previous plans which are listed on the facility website:

<http://www.svmhi.dmhmrzas.virginia.gov/> as listed under ***Recovery Plan***.

Please forward any questions or comments to Caroline Thompson, LPC, LSATP Recovery Program Coordinator, SVMHI at 434-799-6220 or email at caroline.thompson@dbhds.virginia.gov .

Taking SVMHI to the Next Level

Overarching Goal I

Everything we do in providing treatment and direct services is to help the individual move toward recovery.

Current Focus:

- Creation of three phases of treatment – Acute/stabilization, intermediate, community reintegration.
 - Treatment plans will initially focus on stabilization and then be modified as the individual begins to recover and move to the next phase.
 - Updated treatment plans will define what occurs in the intermediate level (program/activity participation, increase in privileges, etc.), and what is required to advance to community reintegration.
- ALL members of the treatment team have a voice and fully participate in treatment planning.
 - The psychiatrist continues to head the treatment team, but other treatment team members make decisions on non-medical aspects of treatment provision.
- Treatment teams move individuals toward a less restrictive environment as quickly as safety allows by assertively increasing privilege levels.
 - Privilege levels increased in intermediate phase and community reintegration.
 - Program & activity participation increases with privilege levels.
- Develop & implement an incentive program to encourage individuals' participation in programs.
 - Incentive program provides material rewards to individuals for program participation.
 - Program is adequately staffed and funded.
- Increase recreational activities and computer access during the evenings and on weekends.
 - Multiple disciplines across units will team up to encourage individuals' participation and involvement in activities (board games, arts & crafts, computer & internet access, etc.)
- Modifications to the building to create a less “institutional” and a more “welcoming” environment.
 - Develop a color scheme which uses calm, soothing, welcoming colors.
 - Begin by painting common areas (waiting areas, lounges, cafeteria, admission area, etc.)
 - Paint individuals' rooms after renovation & furniture installation.
 - Paint hallways after renovations are completed.
 - Add artwork and decoration to halls common areas.

Taking SVMHI to the Next Level

Overarching Goal II

SVMHI is a great place to work. Morale is high, staff members enjoy what they do, feel appreciated and believe they are a vital part of something that matters.

Current Focus:

- Improve communication between management and staff.
 - Restart Director/Staff meetings on a quarterly basis to get feedback from the staff, to inform the staff of facility's progress, to show appreciation and to provide encouragement.
 - Duplicate manager/staff meetings at all levels of management.
 - Create new communication links between management and staff, which would include information on what's happening in the facility, and around the State.
- Create "bottom - up" management style...decisions are made on at lowest level of management possible.
 - Empower managers and supervisors to make independent decisions to the greatest level possible.
 - Train and develop staff, supervisors and managers and practice a "hands-off" management style. "Trust but verify."
- All employees have a voice...opinions, suggestions, questions and concerns are solicited, genuinely heard and responses are given.
 - Solicit input from all staff and be inclusive in decision making.
 - Create new ways to receive staff feedback
 - Respond to staff opinions, even if only to explain why the answer is no.
- Create opportunities for social connection and camaraderie in the workplace.
 - Create a Social Committee to plan, promote and coordinate social events.
 - Develop a budget and determine funding sources
- Develop employee appreciation and incentive programs.
 - Create a committee to develop appreciation and incentive programs.

Taking SVMHI to the Next Level

Overarching Goal III

SVMHI's provides high quality care and services by investing in its most valuable resource...its employees. Staff is well trained, very informed and is held accountable for high expectations of work performance.

- Staff Training & Development
 - Detailed DSA Training program
 - Ongoing in-service training
 - Review and possible modification of the on-boarding of new employees
 - Develop a plan for external trainings including budget
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- Well Defined & Clearly Communicated Performance Expectation
 - Each supervisor/manager meets with direct reports and clarifies performance expectations.
 - Each employee has defined performance goals which outline growth opportunities
 - Performance reviews are meaningful and are connected to performance goals and expectations.
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- Management Training Program
 - All supervisors and managers participate in management training specifically designed to meet the current needs of the management team.

Action Plan: Focus on the Recovery of Individuals

We believe recovery is possible for those we serve.

Expected Outcome	Goals, Action Steps and Time line	Responsible Role	Strategies and plans
1. Everything we do in providing treatment and direct services is to help the individual move toward recovery.	1.1 Three phases of treatment will be created – Acute/stabilization, intermediate, community reintegration during the first quarter 2015 1.1a. Treatment plans will initially focus on stabilization and then be modified as the individual begins to recovers and move to the next phase. 1.1b. Updated treatment plans will define what occurs in the intermediate level (program/activity participation, increase in privileges, etc.), and what is required to advance to community reintegration.	Director of Psychology Recovery Coordinator	1.1a Community Intermediate/ Transition programming interventions will be added to the compliment of services already provided at SVMHI. These services will be provided to the individuals who reside on H and G units by the Forensic Staff. The program will teach independent living skills for transition into the community. The Director of Psychology and Recovery Coordinator will develop a criteria, referral process and procedures and present to the treatment teams by 4/2015. 1.1b. The treatment team members will develop treatment plans to assist individuals in all levels of care on an ongoing basis.
	1.2. ALL members of the treatment team have a voice and fully participate in treatment planning during the first quarter 2015. 1.2a. The psychiatrist continues to head the treatment team, but other treatment team members make decisions on non-medical aspects of treatment provision.	Treatment Teams/Facility Director	1.2 a The Director will meet with all departments serving treatment teams to discern the concerns and needed changes by 3/2015. Treatment team members will review the needed changes and each team will identify a plan for change. This will be monitored by the Director.

	<p>1.3. Treatment teams will move individuals toward a less restrictive environment as quickly as safety allows by assertively increasing privilege levels ongoing during second quarter 2015.</p> <p>1.3a. Privilege levels will be increased in intermediate phase and community reintegration programming.</p> <p>1.3b. Program & activity participation will increase with privilege levels.</p>	Treatment Teams/Facility Director/Recovery Coordinator	<p>1.3 a. Individual Privileges will be reviewed by the treatment teams and each team will identify those individuals ready for an intermediate level of care and the need for community reintegration.</p> <p>1.3b Program attendance data will be collected by the Recovery Coordinator.</p>
	<p>1.4. Develop & implement an incentive program to encourage individuals' participation in programs during the second quarter 2015.</p> <p>1.4a. Incentive program provides material rewards to individuals for program participation.</p> <p>1.4b. Program is adequately staffed and funded</p>	Recovery Coordinator	<p>1.4a. The Recovery Department will develop an incentive program to increase participation in group interventions by the individuals being served by 6/2015. Preferred incentive items will be identified by individuals and staff members with consideration of wellness and safety guidelines. Data will be collected to determine the success of the program by the Recovery Coordinator.</p> <p>1.4b. The Incentive Program will be staffed by the Recovery Department.</p>
	<p>1.5. Increased recreational activities and computer access during the evenings and on weekends during the first quarter 2015.</p> <p>1.5a. Multiple disciplines across units will team up to encourage individuals' participation and involvement in activities (board games, arts & crafts, computer & internet access, etc.)</p>	Nurse Managers Security Forensics Recovery Coordinator	<p>1.5a. Nurse Mangers, Security Manger, Forensics Manger and Recovery Coordinator will devise a schedule to staff the following activities: computer access, weekend and evening activities, crafts and outdoor events by 3/2015.</p> <p>The Recovery coordinator will further develop activities requested by individuals such as pet therapy, horticulture and sensory care by 8/2015.</p>

	<p>1.6. Modifications to the building to create a less “institutional” and a more “welcoming” environment by fourth quarter 2015.</p> <p>1.6a. Develop a color scheme which uses calm, soothing, welcoming colors.</p> <p>1.6b. Begin by painting common areas (waiting areas, lounges, cafeteria, admission area, etc.</p> <p>1.6c. Paint individuals’ rooms after renovation & furniture installation.</p> <p>1.6d. Paint hallways after renovations are completed.</p> <p>1.6e. Add artwork and decoration to halls common areas.</p>	<p>Facility Director/Designee Building and Grounds</p>	<p>1.6a. The Director will identify with staff and departments an array of colors to use throughout the facility by 3/2015.</p> <p>1.6b-c. Common areas will be selected for updating and shared with the advocacy council and staff.</p> <p>1.6d. Art work and hall decoration plans will be developed and input will be obtained from the advocacy council.</p>
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Action Plan: Focus on the Staff Morale

We believe: Staff Morale translates into improved care, creative strategies for changes and improved performance

Expected Outcome	Goals, Action Steps with time line	Responsible Role	Strategies and Plans
2. SVMHI is a great place to work. Morale is high, staff members enjoy what they do, feel appreciated and believe they are a vital part of something that matters.	2.1. Improve communication between management and staff by Fourth Quarter 2015 2.1a. Restart Director/Staff meetings on a quarterly basis to get feedback from the staff, to inform the staff of facility's progress, to show appreciation and to provide encouragement 2.1b. Duplicate manager/staff meetings at all levels of management 2.1c. Create new communication links between management and staff, which would include information on what's happening in the facility, and around the State.	Facility Director Administrative Team Management Team	2.1a-b. The Facility Director will restart quarterly staff meetings to obtain feedback and record feedback to share with the Administrative Team by 3/2015. The Facility Director will request the Management team to duplicate this effort. Each Manager will maintain meeting minutes for each staff meeting. 2.1c. The Facility Director/designee will identify new communication links and inform staff members of related to events in the facility and around the state.
	2.2. Create "bottom – up" management style...decisions are made on at lowest level of management possible by Fourth quarter 2015 2.2a. Empower managers and supervisors to make independent decisions to the greatest level possible. 2.2b. Train and develop staff, supervisors and managers and practice a "hands-off" management style.	Facility Director Staff Training and Development Director	2.2a-b The Facility Director and the Staff Development and Training Director will identify potential trainers to provide empowerment training to managers to promote opportunities for change in the management culture at SVMHI. The attendance to such programs will be maintained in the training department.

	<p>2.3. All employees have a voice...opinions, suggestions, questions and concerns are solicited, genuinely heard and responses are given by Third quarter 2015.</p> <p>2.3a. Solicit input from all staff and be inclusive in decision making.</p> <p>2.3b. Create new ways to receive staff feedback</p> <p>2.3c. Respond to staff opinions, even if only to explain why the answer is no.</p>	<p>Facility Director Administrative Team Management Team</p>	<p>2.3a-c. The Facility Director will designate Administrative Team members will develop new ways to receive staff feedback such as using focus groups, surveys and opinion polls. This will be recorded in the Administrative Team minutes and reviewed quarterly.</p>
	<p>2.4. Create opportunities for social connection and camaraderie in the workplace by first quarter 2015.</p> <p>2.4a. Create a Social Committee to plan, promote and coordinate social events.</p> <p>2.4b. Develop a budget and determine funding sources</p>	<p>Social Committee members</p>	<p>2.4a-b. The Social Committee will have 8 members and a chairman. This committee will plan events that support all three shifts of SVMHI staff. They will submit a budget to fiscal services for approval.</p>
	<p>2.5. Develop employee appreciation and incentive programs.</p> <p>2.5a. Create a committee to develop appreciation and incentive programs.</p>	<p>Human Resources</p>	<p>2.5a. Human Resources Manager will facilitate and determine a full committee to develop appreciation, study the employee of the year events and an incentive program for the SVMHI staff.</p>

Action Plan: Focus on the Staff Competency

We believe that staff competency secures the valuable resources in those who choose to become employed at SVMHI.

Expected Outcome	Goals, Action Steps and Time line	Responsible Role	Strategies and Plans
3. SVMHI's provides high quality care and services by investing in its most valuable resource...its employees. Staff is well trained, very informed and is held accountable for high expectations of work performance	3.1 Staff Training & Development 3.1a Detailed DSA Training program 3.1b Ongoing in-service training 3.1c Review and possible modification of the on-boarding of new employees 3.1d Develop a plan for external trainings including budget	Staff Training and Development, Managers	3.1a. Direct Care Associate training was developed to improve the skills of engagement and managing crisis to reduce seclusion and restraint 3.1b. The Staff Development and Training Department will streamline and provide ongoing training to develop skills in engagement, crisis management and trauma informed care. 3.1c. Managers will develop a plan for each employee regarding their specific training needs. These plans will be the basis for the development of internal and external training options in the facility.
	3.2 Well Defined & Clearly Communicated Performance Expectation 3.2a. Each supervisor/manager meets with direct reports and clarifies performance expectations. 3.2b. Each employee has defined performance goals which outline growth opportunities 3.2c. Performance reviews are meaningful and are connected to performance goals and expectations.	Administrative Team and Managers	3.2a Managers are required to meet with their direct reports utilizing the EWP process to develop and clarify expectations several times per year. Each manager will review the Managing Virginians Performance modules as needed. 3.2b. Managers will outline a plan for their direct reports. This plan will include growth opportunities that are mutually agreed upon by management and staff in an effort to insure competency and to promote the best care possible for individuals being served. 3.2c. Each manager will strive to create and strive to develop meaningful performance goals for those they supervise.

	<p>3.3 Management Training Program All supervisors and managers participate in management training specifically designed to meet the current needs of the management team.</p>	<p>Administrative Team and Managers</p>	<p>3.3 The Facility Director will offer a management training program specific for the managers and encourage participation.</p>
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